



Portugal Sou Eu, Revealing the 'Made in
Portugal' Stamp

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Abstract

This thesis is divided in three chapters: (1) the case study, (2) the teaching notes and (3) the methodology and analysis of a market research study. The main goal of this case study is to provide an exercise in analysing, interpreting and drawing valid conclusions from a market research study, which was done by the case author. The research results, incorporated in the case study, are now the main issue of the meeting of the coordination management team of *Portugal Sou Eu* (PSE). The results show that PSE brand awareness is low and the management team needs to discuss this problem and come up with potential strategies to solve it, to build a stronger brand. Moreover, this case study also aims at discussing the past with topics such as: types of media, opinion leadership and country-of-origin effects.

Keywords: brand awareness; types of media; opinion leaders; country-of-origin.

Resumo

Este trabalho está dividido por três capítulos: (1) o caso de estudo, (2) as notas de ensino e (3) a metodologia e análise de uma pesquisa de mercado. O principal objectivo deste caso de estudo é proporcionar um exercício de análise, interpretação e elaboração de conclusões válidas a partir de um estudo de mercado realizado pelo autor do caso. Os resultados do estudo de mercado, incorporados no caso de estudo, são agora o principal tema da reunião da equipa de coordenação do programa *Portugal Sou Eu* (PSE). Os resultados mostram que a notoriedade da marca PSE está baixa e a equipa tem de discutir sobre este problema e elaborar possíveis estratégias para resolvê-lo e construir uma marca mais forte. Além disso, o caso de estudo também tem como objectivo discutir o passado, com temas como: tipos de *media*, líderes de opinião e efeitos do país de origem.

Palavras-chave: notoriedade da marca; tipos de *media*; líderes de opinião; país-de-origem.

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chapter 1

Case Study

1.1. Introduction

1.2. The Portuguese Context in 2012

1.3. *Portugal Sou Eu*, revealing the 'Made in Portugal' stamp

1.4. The Communication Strategy

1.4.1. 2013, Attracting the Portuguese Companies

1.4.2. 2014, Raising Awareness for the General Public

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1.5. The other 'Made in Portugal' marketing strategies

1.6. The insights from the market research study

1.7. Brainstorming about the future

Portugal Sou Eu: Revealing the 'Made in Portugal' Stamp

It is the 24th July 2015 and the coordination management team of *Portugal Sou Eu*¹ (PSE) is gathered to discuss the results of a market research study recently made.

PSE was launched in late 2012 aiming at the valorisation of the Portuguese supply by promoting both national production and consumption. To reach its targets, both Portuguese companies and consumers, different approaches were conducted during the last two years and a half.

To analyse the efficiency of these strategies an independent entity made a market research study with which it was able to understand the awareness levels of PSE among the Portuguese. Moreover, it made an experimental study to comprehend if knowing that the 'Made in Portugal' product was indeed Portuguese (vs. having no information about the product) had impact in quality perceptions and purchase intentions.

The results have to be analysed during this meeting and it is extremely important that each member of the coordination management team gives his/her opinion and suggestions for future strategies.

¹ *Portugal Sou Eu* means I am Portugal.

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The Portuguese context in 2012²

In 2012, Portugal, the south-westernmost country of continental Europe was not in its best shape.

The beginning of the 00's brought the euro, low interests rates and easy financing which led to indebtedness. During the last decade, growth and competitiveness problems persisted with high unemployment rates, current account deficits and public debt increasing at an alarming rate. On May 20 2011, the International Monetary Fund (IMF) approved a joint financing package together with the European Union in order to address these issues. This marked the third time the Fund was in Portugal. The program was meant to create sustained growth, however, in the short-term, the austerity measures to tackle the high level of debt were recessive. The increase in taxes together with the decrease in salaries initiated a decrease in the purchasing power and a decrease in consumption followed. Then, small and medium enterprises felt the decrease in consumption and some had to close leading to a rise in unemployment.

The unemployment rate was at 15.7%, representing an unemployed population of 860,1 thousand. Among those, 54.2% had been seeking a job for 12 or more months (see **Exhibit 1**). Employment kept falling in 2012, registering the highest decline of the past three years, i.e. -4.2%. This trajectory led employment levels to below those recorded in 1998.

In addition, resident population declined in 2012, a trend that started in 2010. Population was estimated at 10, 487, 289 inhabitants, i.e. 55, 109 less than in 2011. This fall in population was caused by a decline of the natural growth rate (-0,17%) and also due to the migration rate (-0,36%), as immigration decreased and emigration increased.

A positive aspect of the Portuguese economy in that year was the trade balance, which posted a deficit of EUR 10,906.4 million, i.e. improving by EUR 5,494.9 million from 2011. This was achieved with a rise in exports of goods and a decline in imports of goods (see **Exhibit 2**).

²INE, 2013.

Portugal Sou Eu, revealing the 'Made in Portugal' stamp³

Given the Portuguese context in 2012, a program like *Portugal Sou Eu* could be one solution to rebuild the strength of the economy and increase the Portuguese pride in the national production.

"This program [Portugal Sou Eu] is vital to the Portuguese economy, since it fosters a production with high national content. It contributes to the revitalization of the productive sector, for companies' competitiveness of companies and, consequently, for the creation and maintenance of jobs" (Álvaro Santos Pereira, 2012)⁴

Launched in December 2012, *Portugal Sou Eu* is a governmental program from the Portuguese Ministry of Economy, which aims at the valorisation of the national supply. It is led by IAPMEI⁵ and operated by *Associação Empresarial de Portugal* (AEP), *Associação Industrial Portuguesa*, *Câmara de Comércio e Indústria* (AIP-CCI) and *Confederação dos Agricultores de Portugal* (CAP). Four members, one of each association mentioned above, form the coordination team of *Portugal Sou Eu* (see **Exhibit 3**).

PSE's goals (see **Exhibit 4**) can be described as improving the country's competitiveness, reinforcing the development of the Portuguese companies and contributing to the reindustrialization of Portugal. By increasing the national production it contributes to job creation, to a decrease in unemployment levels and to the equilibrium of the trade balance. Moreover, PSE intends to increase the national production by streamlining the internal market, contributing at the same time to the creation of favourable conditions to increase the number of companies with potential to export.

This program was created to all Portuguese, with the goal of mobilizing the country to a common goal - economic growth - by informing the Portuguese about the impact they have in achieve this goal.

Furthermore, PSE is also an umbrella brand, where its visible face is a stamp (see **Exhibit 5**), which can be used by multiple products, craftwork and services of domestic (i.e. Portuguese) enterprises as a sign of quality and authenticity (see **Exhibit 6**). To be qualified to use it, however, Portuguese companies need to fulfil the requirements asked by PSE, e.g. the local content rate of the products is at least 50% of the sales. This does not mean that

³ PSE website., 2015.

⁴ Marques, 2012.

⁵ *Instituto de Apoio às Pequenas e Médias Empresas e à Inovação – Agência para a Competitividade e Inovação*

everything bearing the stamp is national. It means that the company itself sells at least 50% of national product. Subsequently, the final consumers and the entities that acquire intermediate goods, recognize the origin of the products, conduct an informed choice and value the Portuguese domestic supply.

The domestic companies can acquire the stamp at the PSE's website and it costs between 180 € and 3000 € per year, depending on the company's turnover in the previous year and the number of products registered in the application in the same year. The stamp is valid for one year, renewable for a similar period.

The Communication Strategy

2013, Attracting the Portuguese Companies

In 2013, the main targets of PSE were the decision makers and influencers of the Portuguese companies. The goals of this phase were: to sensitize the Portuguese companies regarding the impact of a higher local content in production and to raise awareness on PSE, attracting the enterprises to adhere to the PSE's stamp.

At this phase, it was important for PSE to achieve a critical mass of products with the stamp as a minimum performance to justify the disclosure of the program to the general public.

To achieve it, different communication strategies were used by PSE, actively involving over 200.000 participants:

- Workshops and personalized meetings with companies focusing on a more orientated approach.
- Fairs, road shows and social events.
- Meetings between companies to create opportunities for them to establish partnerships.
- Catalogue promotion of adherent products and companies at PSE's website.
- Use of media (including social media) to leverage and disseminate brand recognition.

2014, Raising Awareness for the General Public

After attracting around 200 companies and 1400 products qualified to the stamp, it was time to raise awareness and to inform the Portuguese consumers about the impact of their choices (i.e. when choosing between Portuguese or foreign products) on the Portuguese economy, while continuing to attract new adherents for its insignia.

In 2014, PSE continue to use similar strategies as in 2013: presence in fairs, social events and workshops, etc., but in this year PSE also announced its brand ambassadors (see **Exhibit 7**). They are 17 public figures with different backgrounds and from different areas. Their mission is to participate in different PSE's events, helping to raise awareness and spread the initiative.

The Awareness Campaign – *Faço do Meu País o Melhor para Mim*⁶

It was also in 2014 that the PSE launched its awareness campaign called *Faço do Meu País o Melhor para Mim*.

Similarly to the other communication strategies it had three goals: attract adherents, sensitize the general public about the economic benefits of the consumption of Portuguese products and to foster a competitive business network between national companies.

The creative concept, made by *Opal Publicidade*, highlighted the economic and social purpose of the project and the emotional bond that Portuguese consumers have with what is produced in Portugal, whilst mobilizing both consumers and companies to join this initiative (see **Exhibit 8**).

This campaign was launched between February and October in various media spots (see **Exhibit 9**), taking into consideration the campaign's goals and focusing on three specific sub-targets' socio-demographic and media relationship profiles: (1) small/medium companies' managers, (2) housewives (25 -54 years old) for its priority role in the acquisition of goods and services and (3) youngsters (15 -34 years old) for their influential and potential role for changing attitudes (see **Exhibit 10**).

Additionally and still in 2014, PSE: (a) appeared on a Portuguese TV program with its own rubric; (b) started to invest its communication at schools and cinema; (c) began its presence in the international market, which met the interest of many PSE member companies.

2015, Expanding the Circle

Until 2015, it was only possible for manufacturers to apply with their products. Nevertheless, in the beginning of May, PSE expanded its program to new sectors: Commerce, Services and Restaurants.

⁶ *Faço do meu País o Melhor para Mim* means I Make my Country the Best for Me.

PSE continued to be present in both internal and external fairs, events and forums, continuing to raise awareness to its initiative. Moreover, PSE launched a new mobile app, which informs all interest parties where to find and buy qualified PSE products and services.

However, the previous challenges continued: to deepen the usefulness of PSE to the society; to enhance PSE awareness; to raise adherents and to maintain the rigor and prestige in the attribution of the stamp. And new challenges arise: to expand the brand abroad (keeping it consistent with the domestic market); to increase the exports of the domestic firms and to reach new targets such as large companies and supplier networks, aiming to foster greater national incorporation of final and intermediate products in the value chain of large companies. In the middle of 2015, around 3300 products were qualified with the PSE stamp (67% from the food and drink sectors) and there were 1300 Portuguese companies in the qualification process to adhere to the program. Furthermore, around 50 retail companies had already been qualified to have the stamp in their shops.

The other 'made in Portugal' marketing strategies

The country-of-origin (COO) of a product can influence their quality perception, brand loyalty, brand choice and brand preference⁷, but companies can only benefit from the COO if customers are aware of it⁸. Companies, therefore, communicate their COO and increase their customers' COO awareness using a number of different strategies (see **Exhibit 11**). *Portugal Sou Eu* is one of those strategies, but, most obviously, it is not the only one used in Portugal. Nevertheless, it is important to notice that PSE's goal is not to compete or replace the other strategies used by Portuguese companies, but rather to encompass and integrate those in the PSE's umbrella brand.

Compro o que é Nosso ("I buy what is ours").

Back in 2006, AEP launched a program similar to what turned out to be PSE, named *Compro o que é Nosso*⁹. The idea was similar and so were the goals: using a stamp to identify the Portuguese products and services, aiming that Portuguese would choose domestic products and help the national economy. The main difference between the two programs is that PSE stamp is given to products while *Compro o que é Nosso* was given to companies.

⁷ Moradi & Zarei, 2010.

⁸ Thomas, 2014.

⁹ *Compro o que é Nosso* Website, 2015.

In 2012, with the beginning of PSE, both programs decided to create a partnership. However, since it is hard to change the labels and packaging of the products quickly, the two brands decided to coexist temporarily until *Portugal Sou Eu* was stated as a single brand. Today, *Compro o que é Nosso* stamp still can be seen in a lot of different products' packaging and even publicity spots.

European Union (EU) geographical indications and traditional specialities schemes¹⁰

EU also encourages diverse agricultural production by protecting the producers from misuse and imitation of their products.

To do so, EU created three schemes, which also help consumers by giving them information concerning the specific character of the products.

- 1) *Protected Designation of Origin (PDO)* – the quality or characteristics of the products are essentially or exclusively to the geographical environment (i.e. designation of origin refers to a region's name, local or, exceptionally, a country), including natural and human factors. Examples: Oporto Wine, *Serra da Estrela* Cheese or Pineapple from Azores.
- 2) *Protected Geographical Indication (PGI)* – the theme is given when at least one of the stages of production, processing or preparation takes place in the geographical area. Examples: apple from *Alcobaça*, embroidery of *Viana do Castelo*.
- 3) *Traditional Speciality Guaranteed (TSG)* – highlights traditional character, either in the composition or means of production. Example: Portuguese traditional salt cod.

For Portuguese products which already were qualified to one of these schemes, it is easier to adhere to *Portugal Sou Eu* since it is assumed that they fulfil the main criteria: they have at least 50% of national incorporation.

Other forms of showing the country-of-origin in the products are, for example, label the package with the 'made in Portugal' information; using typical COO words in the company name or using COO flags and symbols in the products' packaging.

Moreover, a research made by ISEG¹¹, concluded that although Portuguese want to buy more Portuguese products than those they currently buy (41,5% of the sample), they perceive

¹⁰ European Commission Website, 2015.

¹¹ Gonçalves, 2014.

the different 'made in Portugal' symbols/references in the same way, whether they are PSE or others. In the same study, when subjects were asked how they knew if the product was Portuguese, 73,6% said they look to the label; 47,8% for a stamp and 13,6% if the advertising of the brand or product suggested that it was Portuguese.

The insights from the Market Research Study¹²

In the middle of 2015, an independent identity made an experiment to understand if the 'Made in Portugal' information (vs. no information) leads to better products' quality perceptions and purchase intentions, for the Portuguese themselves. It analysed this effect on four different products: olive oil, honey, bleach and a chair. Additionally, the effect of consumer ethnocentrism in these relationships and *Portugal Sou Eu* awareness levels were studied.

Product categories

In this study it was asked which were the decision criteria when buying the four products in analysis. It was concluded that quality is the most important decision criterion, followed by price (for the four products) and taste (for olive oil and honey).

The results of the experiment show that the 'Made in Portugal' information only had a significant and positive effect on the purchase intentions of the olive oil, one of the most common products associated with Portugal (see **Exhibit 12A**). The honey experiment only showed differences in the "workers" of the sample. In this occupation category, the subjects who were informed about the 'made in Portugal' origin, perceived the product to have higher quality when compared to the subjects whom no country-of-origin information was showed.

For the bleach experiment, the 'made in Portugal' information led to the perception that the product was more expensive than when no information was showed. Finally, in the chair experiment, when only the "workers" of the sample were selected, a significant difference in purchase intentions between the two groups ('made in Portugal' info vs. no info) was found. Thus, the 'made in Portugal' information increased the purchase intentions for workers, when the presented product was the chair.

Portugal Sou Eu brand knowledge

When asked about the stamp/signs that indicate the Portuguese origin of the products, 73,7% of the subjects did not recall any. From those who remembered, 35,9% evoked *Compro o que*

¹² Note: the sample of this study was biased. The "18-34 years old" group represented 79,1% of the sample and 68,7% of subjects were female.

é Nosso, 11,5% recalled the EU schemes and 10,26% mentioned *Portugal Sou Eu* (i.e. 2,7% of the total sample).

Then, when faced with different stamps, including the PSE and *Compro o que é Nosso* ones, 27,3% of the sample (N= 81) remembered to see the PSE stamp and 88,6% recalled *Compro o que é Nosso*. Subsequently, subjects were asked if they knew the PSE program and only 20,9% answered positively.

From the subjects' who knew PSE (N = 62), questions about their perceptions of PSE product quality and the likelihood of recommendation of PSE products were asked. Regarding perceived quality, PSE products seem to be perceived to have high quality with an average rating of 4,69 out of 6, with 45,5% of the subjects rating the quality of PSE products above or equal to 5 out of 6. Moreover, when subjects were asked if they would recommend PSE products, the results were positive as the mean was 7,70 out of 10.

Although the results mentioned above show good judgements regarding PSE products, the scenario changed a little when it came to loyalty. The mean for this variable was 5,76 out of 10, which indicates that although subjects have positive opinions about PSE, in their final choices they do not always choose PSE products when that option exists. Interestingly, this variable appears to be different among different ages, specially between the "18-34 years old" group and the "35-54 years old" one, where the latter showed higher values of PSE loyalty.

Consumer Ethnocentrism

The findings from this study showed that consumer ethnocentrism did not affect the purchase intentions nor the products' perceived quality in the experimental groups (i.e. the ones who were informed about the Portuguese origin of the products). However, results revealed that it was positively and significantly correlated with the perceived quality of PSE products, likelihood of recommendation and loyalty for PSE.

Moreover, consumer ethnocentrism was found to be positively and significantly related with age and negatively with education. These findings suggest that ethnocentric consumers are older and with fewer education (see **Exhibit 12B**).

Brainstorming about the future

After the analysis of the results from the market research study, the PSE coordination management team noticed that the awareness levels were still low, which is preventing PSE brand to evolve. Therefore, it is now time to reflect about this problem and give suggestions to solve it as these awareness levels are directly related with the success of the program.

How can PSE increase its awareness among the Portuguese and, therefore, build a stronger brand?

Exhibits Case Study

Exhibit 1: Unemployment rate and share of long-term unemployment, Portugal 2012

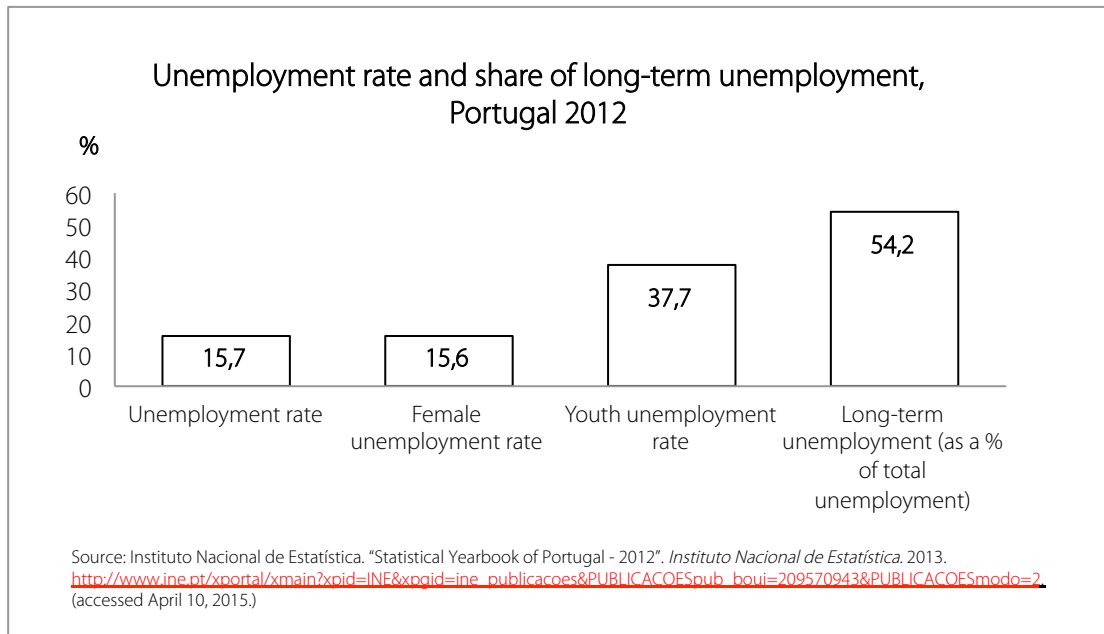


Exhibit 2: Portuguese balance trade evolution 2000 -2012

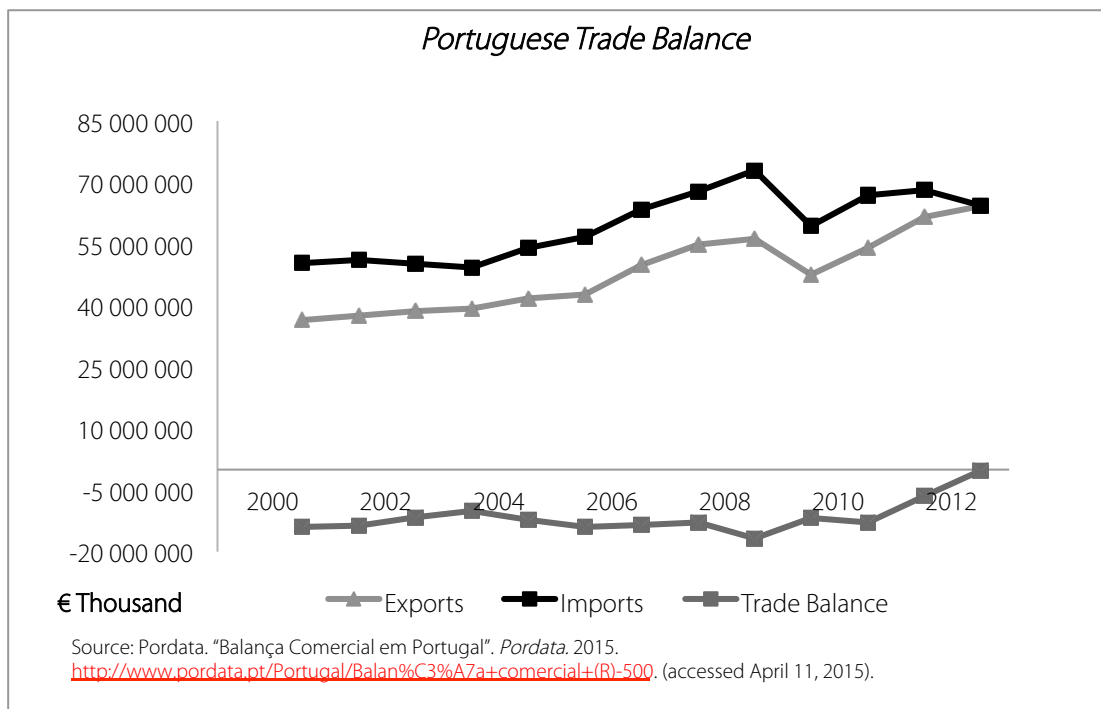


Exhibit 3: *Portugal Sou Eu* operational Unit

Portugal Sou Eu Operational Unit



Source: Adapted from Portugal Sou Eu Website. "Órgão Operacional". *Portugal Sou Eu*. 2015. <http://portugalsoueu.pt/gestao-programa>. (accessed April 10, 2015).

Exhibit 4: List of *Portugal Sou Eu* strategic and operational goals

Strategic Goals:

1. To boost the competitiveness of domestic enterprises.
2. To encourage the production with increased incorporation of Portuguese value, contributing to the revitalisation of the Portuguese producers.
3. To promote the re-industrialization of Portugal with an emphasis on tradable goods.
4. To change the attitude of consumers and companies by recognizing the values associated with the national origin of the products.
5. To stimulate the demand for goods and services, which contribute the most to the creation of value in Portugal, with respect to job creation and national wealth.
6. To ensure coordination and coherence between public and private actions that meets these objectives.

Operational Goals

7. To create a "stamp" that allows both the final and intermediate consumers to recognize the high national content of the product, service and crafts.

8. To provide relevant and distinctive information that enables the consumers to make a responsible decision.
9. To provide relevant information to companies by giving them more insights about the supply and the increase of national content in the produced products.
10. To raise awareness among large companies and modern distribution companies about the valorisation of national production in their acquisitions, respecting competition rules.
11. To raise awareness to the public authorities about the valorisation of national production in their acquisitions, respecting competition rules.

Source: Portugal Sou Eu. "Objectivos". PSE website. 2015. <http://portugalsoueu.pt/portugal-sou-eu>. (accessed April 11, 2015).

Exhibit 5: *Portugal Sou Eu* stamp



Source: Portugal Sou Eu Website. 2015. <http://portugalsoueu.pt/>. (accessed 11, 2015).

Exhibit 6: List of benefits of joining *Portugal Sou Eu*








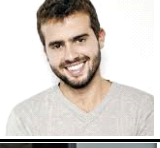


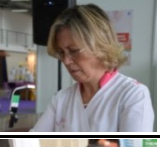

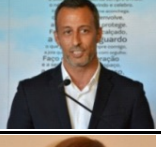




1. To use the brand "*Portugal Sou Eu*" on the label, packaging and promotional materials, enabling the qualification and valorisation of the national production and services in a differentiated way.
2. To benefit from communication campaigns promoted by *Portugal Sou Eu*, contributing to the increase of awareness of the adherent products and services.
3. To participate with special conditions in thematic events such as gastronomic events, products and services exhibitions, fairs targeted at industries such as handicraft, textile, and construction, among others.
4. To be part of the differentiated basket of products and services with the stamp *Portugal Sou Eu*, in order to be preferred by consumers that are looking for an informed choice.

5. To benefit from an application for smartphones (iOS Android and Windows Phone) and for Facebook that aims to inform consumers about the various points of sale of the qualified *Portugal Sou Eu* products and services.
6. To integrate the *Portugal Sou Eu* products and services catalogue disclosed at portugalsoueu.pt.
7. To integrate various *Portugal Sou Eu* activities as collaborative studies and networks (e.g. e-commerce), aiming at the business promotion.
8. To have privileged access, via e-mail, on all *Portugal Sou Eu* activities and studies' results.

Source: Adapted from Portugal Sou Eu. "Benefícios de Adesão". *PSE website*. 2015. <http://portugalsoueu.pt/beneficios>. (accessed April 11, 2015).

Exhibit 7: List of *Portugal Sou Eu* brand ambassadors

PSE's Brand Ambassadors

Carlos Coelho , the creator of the brand <i>Portugal Sou Eu</i> and marketer.		Carolina Piteira , plastic artist.		Cláudia Vieira , a portuguese actress, model and TV host.	
Cuca Roseta , a fado singer.		Fernanda Freitas , journalist and TV host.		Fernando Gomes , president of the Portuguese Football Federation	
Henrique Sá Pessoa , chef.		João Manzarra , TV host.		Júlio Isidro , TV host.	
Júlio Magalhães , general direct of " <i>Porto Canal</i> "		Justa Nobre , chef.		Luís Buchinho , stylist.	
Luís Onofre , stylist.		Rosa Mota , athlete.		Vítor Sobral , chef.	
Cristina Ferreira , TV host.		Fátima Lopes , TV host.			

Source: Adapter from Portugal Sou Eu. "Embaixadores". *PSE website*. 2015. <http://portugalsoueu.pt/embaixadores>. (accessed June 30, 2015).

Exhibit 8: *Faço do Meu País o Melhor para Mim* (examples of the campaign)



Source: Portugal Sou Eu. "Iniciativas". PSE website. 2015. <http://portugalsoueu.pt/iniciativas1>. (accessed June 30, 2015).

Exhibit 9: Pros and Cons of Several Types of Media

Medium	Advantages	Limitation
Newspapers	<ul style="list-style-type: none"> High flexibility Timeliness Good local market coverage Broad acceptance High believability 	<ul style="list-style-type: none"> Short life Poor reproduction quality Small "pass-along" audience Major clutter (especially holidays) Internet competition with classified ads
Television	<ul style="list-style-type: none"> Combines sight, sound and motion Appealing to the senses High attention High reach Good mass-marketing coverage Low cost per exposure Segmentation possibilities through cable outlets 	<ul style="list-style-type: none"> High absolute cost High clutter Low recall due to clutter Fleeting exposure Less audience selectivity Channel surfing during commercials
Radio	<ul style="list-style-type: none"> Mass use High geographic and demographic selectivity Low cost Good local acceptance Narrower target markets High segmentation potential Mobile – people carry radios everywhere 	<ul style="list-style-type: none"> Audio presentation only Lower attention than television Nonstandardized rate structures Fleeting exposure Fragmented audiences Information overload
Magazines	<ul style="list-style-type: none"> High geographic and demographic selectivity Credibility and prestige High-quality reproduction Long life Good pass-along readership 	<ul style="list-style-type: none"> Long ad purchase lead time High cost No guarantee of position High level of clutter Long lead time Little flexibility
Outdoor	<ul style="list-style-type: none"> Flexibility High repeat exposure Low cost per impression Low message competition Broad reach Able to select key geographic areas 	<ul style="list-style-type: none"> Limited audience selectivity Creative limitations Short exposure time Brief messages Cluttered travel routes

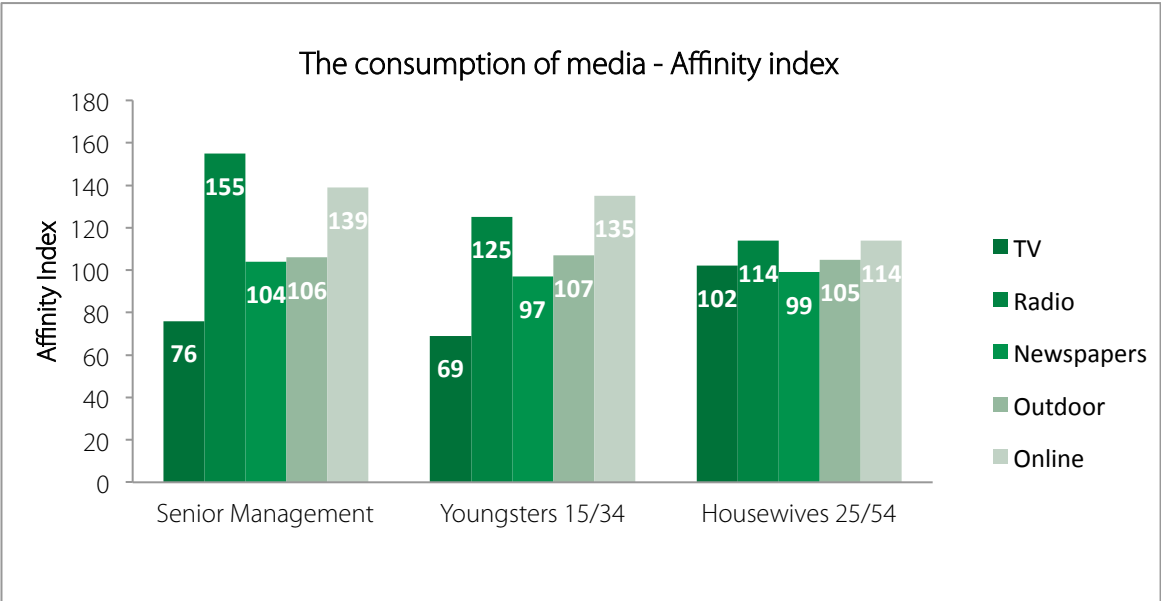
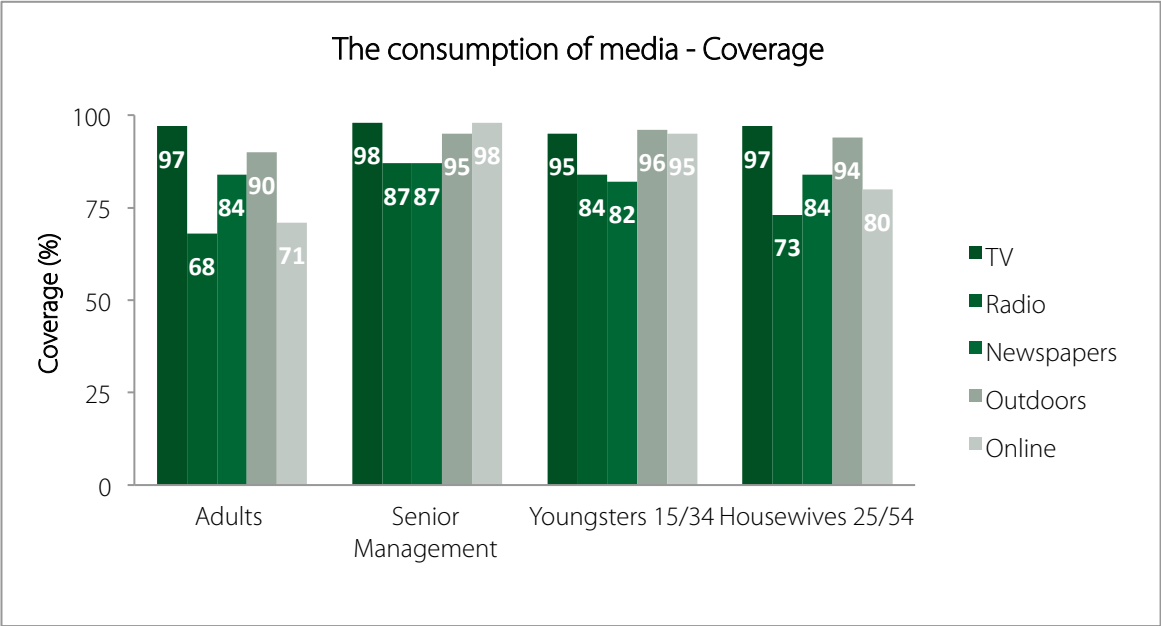
Social Networks	High selectivity Interactive possibilities Relatively low cost Can turn campaign into viral Receive feedback and monitor what people are saying about brand Time: speed and durability: info is distributed and has long-lasting impact Audience: social media transfers content to a more diverse range of people compared to the mass media. Can work as a direct sales channel, replace call-centre; amplifier word-of-mouth	Hard to keep fans interest Spread negative comments Takes time to build a considerable fan base Credibility
Direct Mail	High audience selectivity Flexibility No ad competition within the same medium Allows personalization	Relatively high cost per exposure "Junk mail" image

Note: Clutter is the condition that exists when many ads or commercials are placed too closely together in space or time (AMA, 2015).

Source: Adapted from Philip Kotler and Gary Armstrong, *Principles of Marketing*, 14th ed. 406-456. New Jersey: Pearson Education, Inc.; Kenneth E. Clow and Donald Baack, *Integrated Advertising, Promotion, and Marketing Communication*, 5th ed. (England: Pearson) and Dong-Hun, Lee. "Growing Popularity of Social Media and Business Strategy". *Korean Consumer & Society*. (2010): 112-117

Exhibit 10: Socio- Demographic & Relationship with Media Profile of PSE's targets

Companies		Consumers	
Small holders (143 000 ind.)	Junior executives/senior managers (862 000 ind.)	Youngsters (2 900 000 ind.)	Housewives (1 860 000 ind.)
Mostly male	Slight female predominance	Slight male predominance	Female
35/64 years old	25/54 years old	15/34 years old	25/54 years old
Middle class	Upper/middle class	Lower Middle Class (C2)	Upper/middle, middle and upper class
Married with children	Single/divorced with children	Single without children	Married with children
Live mainly in the South of Portugal	Live in urban centers	Live mainly in the north of Portugal	Live in urban centers mainly north and south coasts
Without degree	With degree	With degree	With degree
2,8 hours/ day watching TV	2,3 hours/ day watching TV	2,7 hours/ day watching TV	2,9 hours/ day watching TV
Read the newspaper almost everyday		Use public transports during the week	Buy magazines
2,1 hours/day listen to radio	1,4 hours/day listen to radio	1,2 hours/day listen to radio	1,6 hours/day listen to radio
0,9 hours/ day spent online	1,3 hours/ day spent online	Use the Internet almost everyday	Use the Internet to look for information
Social networks are part of the daily routine			Like go to shopping in supermarkets
The Internet access is crucial and it is becoming more mobile			



Source: Adapted from PSE internal sources.

Exhibit 11: Examples of 'Made in Portugal' strategies used in Portugal

- 1) Compro o que é Nosso



- 2) EU schemes



- 3) COO in the company name



- 4) Use of famous or stereotypical people from the COO



- 5) Use of COO flags



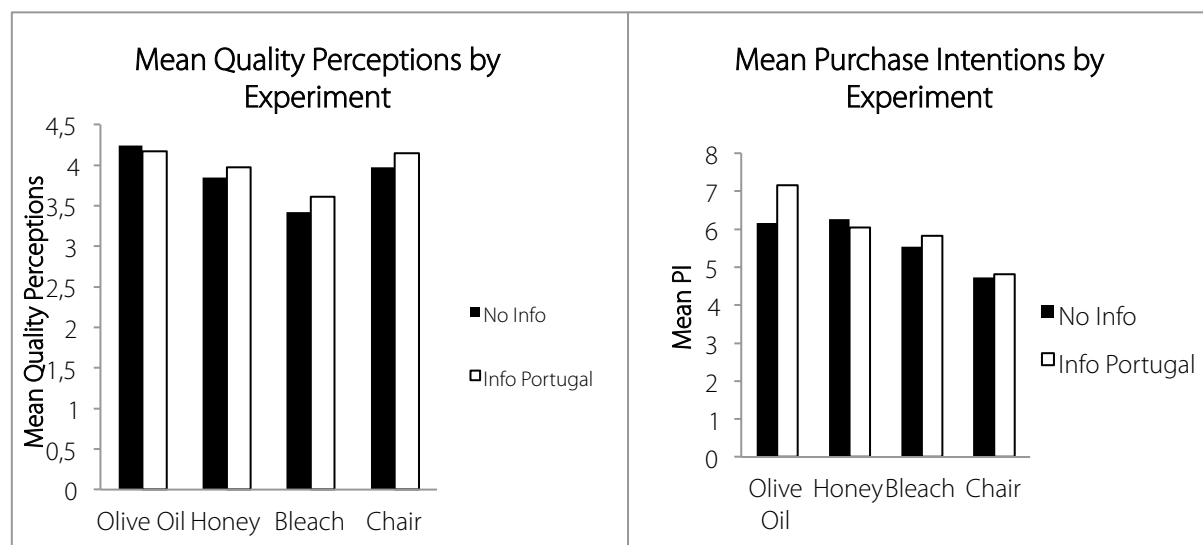
Source: Case Author, 2015.

Exhibit 12: The independent study results

A. Experiment Results

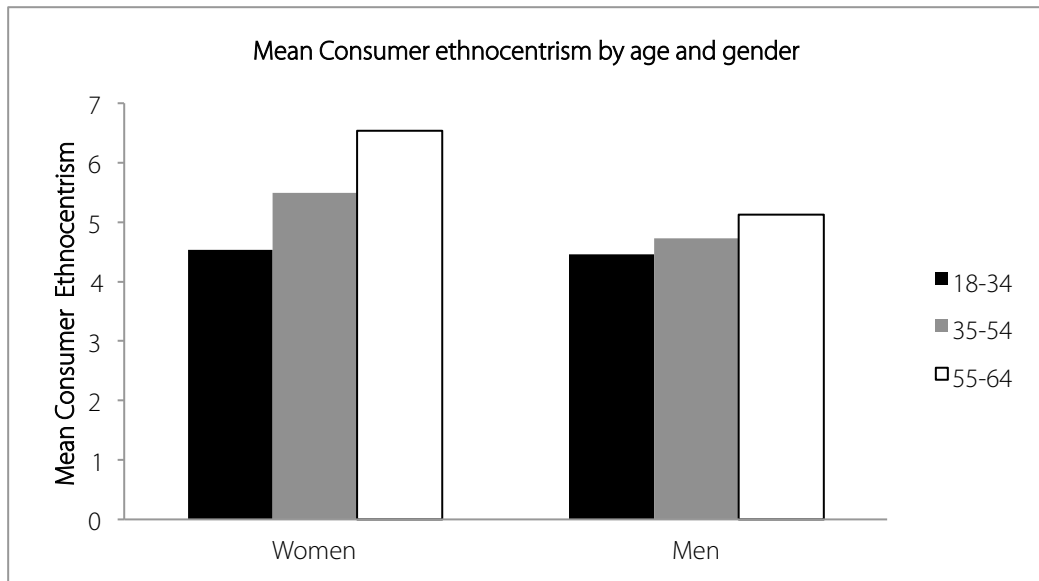
ANOVA's results for the Four Experiments									
Olive Oil						Honey			
		Mean	Std Dev	F	P-value	Mean	Std Dev	F	P-value
Quality	Info Portugal	4,1667	0,6411	F(1,54)= ,209	0,65	3,973	0,8439	F(1,73)=,567	0,454
	No Info	4,244	0,6308			3,8246	0,86207		
PI	Info Portugal	7,1538	1,56697	F(1,54)= 5,329	0,025	6,0541	2,6241	F(1,73)=,18	0,673
	No Info	6,1667	1,62063			6,2632	1,51896		
Bleach						Chair			
		Mean	Std Dev	F	P-value	Mean	Std Dev	F	P-value
Quality	Info Portugal	3,6053	0,84844	F(1,77)=0,226	0,36	4,1349	0,77934	F(1,84)=,986	0,324
	No Info	3,4228	0,9099			3,9697	0,76357		
PI	Info Portugal	5,815	2,59789	F(1,77)= ,846	0,636	4,8095	1,90299	F(1,84)=,037	0,849
	No Info	5,5366	2,618			4,7273	2,07268		

Source: Case Author, 2015.



Source: Case Author, 2015.

B. Consumer Ethnocentrism



Source: Case Author, 2015.

chapter 2

Teaching Notes

- 2.1. Introduction
- 2.2. Synopsys
- 2.3. Assignment Questions
- 2.4. Teaching Objectives
- 2.5. Use of the case
- 2.6. Relevant literature for students
- 2.7. Analysis and discussion

Introduction

Portugal Sou Eu, Revealing the 'Made in Portugal' Stamp was prepared by Sofia Canário under the supervision of Professor Paulo Marcos. It is intended to be used as a basis for a class discussion and not as an endorsement or an illustration of effective or ineffective management. This case is not based on actual experiences and real events, but data is real and it was prepared to create an interesting case study for marketing students.

Additionally, the third chapter - "Methodology and Results' Analysis" - describes the independent market research study mentioned in the case study. The case author made this research, which is summarized in the case to keep it simpler. Nevertheless, lecturers can choose to give it to students as an additional reading or use it themselves to deeper understanding.

Synopsis

Portugal Sou Eu is a new program from the Portuguese Ministry of Economy and it aims at the valorisation of the national supply. It was launched at the end of 2012 but now, in the middle of 2015, the awareness regarding the program and its stamp is still low.

Consequently, the coordination management team of PSE has to analyse the results from a market research study and reflect about the consumption of domestic products in Portugal, while deliberating about strategies to increase the awareness levels of its brand.

In this case, it is also examined the importance of media and opinion leaders as communication and marketing strategies.

Suggested Assigned Questions

Market analysis

1. Do a brief analysis of *Portugal Sou Eu* in 2015, using a SWOT analysis.

Communication Plan

2. Taking into account the communication objectives and PSE targets, evaluate what different types of media would be more effective to achieve its goals in 2013 and in 2014. Justify your answer.
3. What is the importance of the brand ambassadors as opinion leaders for *Portugal Sou Eu*?

Consumer behaviour

4. Explain how a product's country-of-origin influence the consumer decision-making process.
5. Analyse the results from the market research study. Would you adhere to the PSE stamp if you were part of a Portuguese company?

The future

6. Now, imagine that you are one of the members of the coordination management team of PSE. Which suggestion(s) would you give to increase PSE awareness?

Teaching Objectives

The teaching goals of this case study are:

- To have students acquire a good comprehension about the different types of media and their advantages and disadvantages;
- To highlight the importance of brand ambassadors/ opinion leaders for a brand;
- To grasp concepts related with country-of-origin effect and consumer ethnocentrism;
- To enlighten about brand knowledge and the importance of creating awareness as a first step to build a strong brand;
- To provide an exercise in analysing, interpreting and drawing valid and useful inferences from market and consumer research results.

Use of the case

This teaching case can be used to study several marketing topics at a beginners' level in courses such as Marketing, Brand Management and Consumer Behaviour.

Primarily written with a marketing focus, it can be used as a learning tool in an undergraduate and graduate program. Teachers can use the assignment questions to confront the students with a business scenario, incentivising reasoning and strategic decision-making on topics such as media planning and brand awareness.

Relevant literature for students

Below, I suggest some interesting articles and book chapters regarding the different themes discussed in this case study. Lectures can advice students to read them in case they intent to learn more about the topics:

1. Advertising & Media planning & Opinion Leadership

- Kotler, Philip and Gary Armstrong *Principles of Marketing*. 14th ed. New Jersey: Pearson Education, Inc. - Chapters 5, 14 and 15.

2. COO Effect, Domestic Country Bias and Consumer Ethnocentrism

- Balabanis, George and Adamantios Diamantopoulos. " Domestic Country Bias, Country-of-Origin Effects, and Consumer Ethnocentrism: A Multidimensional Unfolding Approach." *Journal of the Academy of Marketing Science*. Vol. 32. (2004). 80-95.
- Gonçalves, Helena Martins. "Estudo de Portugalidade, Hábitos de Compra de Produtos com Incorporação Nacional e Notoriedade da Marca "Portugal Sou Eu"". *Portugal Sou Eu*. 2014. <http://portugalsoueu.pt/estudos>.
- Verlegh, Peeter W. J. and Jan-Benedict E. M. Steenkamp. "A Review and Meta-Analysis of Country-of-Origin Research," *Journal of Economic Psychology*, 20 (5), (1999): 521-546.

3. Brand Knowledge

- Keller, Kevin Lane. "Brand Synthesis: The Multidimensionality of Brand Knowledge". *Journal of Consumer Research* 29, no. 4. (2003): 595 -600.
- Keller, Kevin Lane. "Building strong brands in a modern marketing communications environment". *Journal of Marketing Communications* 14, no. 2-3 (2009): 139-155.

Analysis and Discussion

The goal of this case study is to generate a discussion among students, guided by the teacher, about some relevant marketing topics in 90 minutes classes.

The following discussion is proposed:

Question 1: Do a brief analysis of the *Portugal Sou Eu* in 2015, using a SWOT analysis (see Exhibit 1).

Strengths

Number of products and services with the PSE stamp. In the middle of 2015, near 3300 products and around 50 retail/commerce companies had already been qualified to have the stamp in their products/services. As this number increases, the awareness of the program, for both companies and consumers, will increase as well, which will raise the commercial advantage of the stamp.

Qualification process to adhere to PSE stamp. As it is mandatory to fulfil specific requirements to adhere to PSE, having the PSE stamp is prestigious for the member companies, as their

products/ services will have higher credibility. Moreover, this process may inhibit competition to make improper use of 'made in Portugal' references in their products.

Perceived High Quality and Recommendation Levels. The survey results showed high values for perceived quality and recommendation levels for those who already know PSE.

Benefits for the companies that have the PSE stamp. There are several benefits for companies that adhere to PSE, which gives PSE an increased value over the other 'made in Portugal' references/signs/ symbols that exist in Portugal.

Weaknesses

Low awareness. In the market research, when people were asked which stamp/signs they remember only 2,7% said *Portugal Sou Eu*, merely 27,3% remember having seen it in a short-term and only 20,9% knew about it.

Medium loyalty. From those who knew PSE, it seems they have a good perception of its products and they would recommend them, however, their loyalty levels are not high, i.e. they do not always choose PSE products whenever exists that option.

Confusion with other symbols. In Gonçalves' study (2015) when consumers were asked how they know if the product is Portuguese; 73,6% said they look to the label, 47,8% for a stamp and 13,6% if the advertising of the brand or product suggest it is from Portugal. This study also concluded that Portuguese perceive the different 'made in Portugal' symbols/ references in the same way, whether they are PSE or others.

Opportunities

New targets. The results from the market research showed that the perceived quality, recommendation and loyalty for PSE are positively correlated with consumer ethnocentrism. This is important for PSE targeting strategies; since it is a confirmation that ethnocentric consumers (who tend to be older and with fewer education) will react positively to PSE marketing.

Portuguese want to buy more domestic products. In the study recently made by Gonçalves (2015), Portuguese said they want to buy more Portuguese products than those they already buy (41,5% of the sample). Additionally, the olive oil was the product most affected by the independent study experiment, which may lead to the conclusion that the more the product is associated with Portugal, the more the 'made in Portugal' information will be important.

Quality as the most important buying decision criterion. In the market research study quality was considered the most important buying decision criterion for the four products in analysis. This may be an opportunity for PSE, as its products are already perceived to have high quality.

It seems, therefore, that if Portuguese are aware about the 'made in Portugal' products and their quality, they will buy more domestic products!

Threats

The other COO strategies. There are companies that may not adhere to PSE and still use some marketing strategies to announce the Portuguese origin of their products. Since it is impossible to ensure that only high-quality products and brands use these strategies, this may affect the perceived quality of 'made in Portugal' products.

Compro o que é Nosso. PSE was already launched two and a half years ago, but *Compro o que é Nosso* is still strongly present in consumers' minds (10, 26% mention it without any help and 88,6% remember to see it). This is normal, since the latter already exists for almost 10 years, but it may take some time until PSE become a stronger brand than *Compro o que é Nosso*.

Question 2: Taking into account the communication objectives and PSE targets, evaluate what different types of media would be more effective to achieve its goals in 2013 and in 2014. Justify your answer.

Due to the fragmentation of mass markets into minimarkets, the proliferation of new types of media, and the growing sophistication of consumers, companies need to use a wider range of communication tools, messages and audiences (Kotler, 2000).

Media planners should make their choice among media categories by considering: (i) target-audiences⁹ media habits, (ii) that media types have different potentials for demonstrations, visualization, explanation, believability, (iii) type of message they want to transmit and (iv) the media cost (Kotler, 2000). Therefore, for every communication plan, it is important to first determine the communication objectives to most easily choose the best message and also the best media and vehicles to further use (Kotler, 2000).

As described in the case study, the communication goals were different in 2013 and 2014. Let us discuss them separately.

Communication in 2013

- *Objectives:*
 - To attract companies to adhere to the PSE stamp.

- To build awareness about the program.
- To inform: explain benefits of adhering to the stamp and how to apply to the program.
- *Target:* B2B – Portuguese companies
 - See socio-demographic characteristics in the 10th case study exhibit:
 - 25 – 64 years old;
 - Major media usage: TV, Newspapers, Internet and Radio;
 - Higher coverage: TV, Outdoors and Online;
 - Higher affinity index: Radio and Online;
 - Use of social media.

Given PSE goals for this first stage; its target’s socio-demographic characteristics, and the advantages and disadvantages of each media (see 9th case study exhibit) an appropriate mix media would be:

- a) *Newspapers:* used by the target to look for information with high credibility. It can be used to create relevant and descriptive content to the target and it has a broad acceptance, i.e. large number of readers. It has high coverage for adults and senior management.
- b) *Radio:* less expensive medium and it can be used on a specific target, due to the different public audience of each radio station. It has high coverage and affinity index for senior management.
- c) *Internet:* works both in scale and efficacy – the least expensive of all media, it can offer a lot of information and reach a high audience. It has a high affinity index for senior management.
- d) In this first stage, it would also be essential for PSE to use personal communication channels (e.g. face-to-face meetings with “early adopters” companies; on the phone or via e-mail) and public relations actions since it allows for personal addressing, easier explanations and feedback.

Communication in 2014

- *Objectives:*
 - To create awareness for the PSE stamp to the general public.
 - To inform consumers about the economic effect of consumption on the development of domestic enterprises and job creation.

- To explain to the public its role for the community and to provide information that enables consumers to make responsible decisions.
- *Targets*
 - B2B: characteristics already mentioned.
 - Housewives:
 - Female;
 - 25 – 54 years old;
 - Major media usage: TV, Magazines, Internet and Radio;
 - Higher coverage: TV and Outdoors;
 - Higher affinity index: Radio and Online;
 - Use of social media.
 - Youngsters:
 - 15-34 years old;
 - Major media usage: TV, Outdoors, Internet and Radio;
 - Higher coverage: TV, Outdoors and Online;
 - Higher affinity index: Radio and online;
 - Use of social media.

In this phase, PSE would need to use the media mix that would allow the maximum possible coverage but taking into consideration a limited budget as it is an institutional program. Therefore, an appropriate media mix would be:

- a) *TV*: the three targets watch TV for a considerable time per day so it has a high reach and it is easy to segment, i.e. by choosing the best channels for the specific targets. It is an expensive, but still essential medium.
- b) *Radio*: the three targets listen to the radio every day. It can work as a good supplement to the remaining media. It has a lower cost and it is easy to segment, which can make the vehicle choices economic and efficient.
- c) *Outdoors*: it is important to use this medium in public transports and supermarkets to impact on the routine both from housewives and youngsters. It has a lower cost, broad reach, but it only allows brief messages.
- d) *Social networks*: medium that is used by the three targets to search for information and it is the cheapest one. It can generate useful information for all targets (e.g. LinkedIn more oriented to B2B target, Pinterest to housewives). It is easy to receive feedback and

it is also the medium that youngsters use most often. Moreover, social media distributes information much faster than traditional word-of-mouth.

- e) *Newspapers*: it is a medium that conveys more credibility and trust and, therefore, still essential to the B2B target in the second phase, especially for early majority and late majority companies that will adhere to the program. Magazines would be efficient for housewives, however they are a quite expensive type of media and it is harder to choose the right ones for a broad target as this one.

It is important to not choose only one type media, since the interaction between different media was already proved to have positive effects (“media synergy¹³”). For example, Naik and Peters (2015) found that when TV is used in combination with online, the brand’s message can be reinforced in consumers’ minds as the target gets to read and understand the advertised content. Whereas, when TV is used in combination with radio, the effectiveness of TV advertising increases since there is a repetition of the brand’s message in different media.

Question 3: What is the importance of the brand ambassadors as opinion leaders for *Portugal Sou Eu*?

In an era when mass media have become a huge part of companies’ communication strategies, opinion leadership continues to play a critical role in new-product adoption and diffusion (Chan & Misra, 1990). It also works as a cost-effective strategy to build awareness and brand knowledge and to reach particular communities and specific audiences (Kotler, 2000).

Opinion leaders are people “within a reference group who, because of special skills, knowledge, personality, or other characteristics, exert social influence on others” (Kotler & Armstrong, 2012, p. 139). Moschis (1976) suggests that social groups are more likely to trust information given by those they see as similar to them and this will have a positive influence on their future purchasing behaviours.

Moreover, the literature illustrates a positive relationship between opinion leadership and product involvement, product knowledge, and opinion leadership for a product category (Hoyer & Stokburger-Sauer, 2009).

Literature illustrates that individual’s behaviours and opinion formations are influenced by consumers’ friends and influential others and that opinion leadership as a word-of-mouth

¹³ Media synergy was defined by Naik and Raman (2003, p. 375) as occurring when “the combined effect of multiple (media) activities exceeds the sum of the individual effects”.

(WOM) communication is usually more credible to consumers than advertising messages (Childers, 1986; Bearden et al., 1989).

Furthermore, the Internet and social media is a channel that opinion leaders and seekers¹⁴ use in influencing other consumers and to gather information (Özgen & Kurt, 2013). Social media creates a platform for people to connect with each other and their participants can use it as a tool for online word-of-mouth (Özgen & Kurt, 2013). Online WOM is considered to be more influential due to its speed, convenience, one-to-many reach and its absence of face-to-face human pressure (Phelps et al., 2004). Thus, describing the decision-making styles of social media opinion leaders and seekers, who are critical players in creating online WOM, is crucial for especially marketers (Phelps et al., 2004).

Taking the above into consideration, it can be understood the importance of opinion leaders, called “brand ambassadors” in this case, for *Portugal Sou Eu*.

As a recent brand, PSE needs to build awareness and give credibility to its program. Hence, opinion leaders will help PSE achieving these goals by:

- ✓ Building awareness and possibly creating product adoption and diffusion.
- ✓ Creating word-of-mouth by sharing their testimonial (e.g. in social media).
- ✓ Influencing specific audiences and, therefore, reaching more people: opinion leaders from different areas (e.g. artists, journalists, chefs, etc.), will reach different targets.
- ✓ Giving credibility to the program: different opinion leaders can give important opinions about their area of expertise (e.g. the chef can explain why is the Portuguese olive oil is the best one).

Hence, it is important for PSE to have opinion leaders, but it is also important to choose them wisely. PSE choices should be people who exert social influence on others (it is easier if they are people who PSE targets identify with). To convey more credibility, opinion leaders should have knowledge and expertise about the products with the PSE stamp. Finally, it may be important to take into consideration the usage of social media by the opinion leaders, as it was already proven to play an important role as a search engine and as a WOM tool.

¹⁴ Opinion seekers are consumers who actively look for information and advice about products or services from interpersonal sources (Schiffman & Kanuk, 2007).

Question 4: Explain how a product's country-of-origin influence the consumer decision-making process.

According to Solomon et al. (2006), the decision-making process have multiple steps: (1) problem recognition, (2) information search, (3) evaluation of alternatives (4) product choice and (5) learning occurs based on how well the choice worked out.

The country-of-origin (COO) will influence the forth phase of this process: the product choice. In this step, after the options have been assembled and evaluated, a choice must be made among them (Putsis & Srinivasan, 1994). The choice of the product can be influenced by many factors such as: prior experience with the product or similar ones, information present at the time of purchase or even by beliefs about the brand created by advertising (Smith, 1993).

In this step of decision-making, COO will work as a heuristic, i.e. a mental short cut/ rules-of-thumb that simplify and speed consumers' choice. These rules range from the very general (higher price means higher quality) to the very specific (I buy Mimosa, because it is the milk brand that my father always bought) (Solomon et al., 2006).

COO will work as a product signal, i.e. some imports may be perceived of better or lower quality and, in general, people tend to rate their own country's products more favourably than do foreigners (Solomon et al., 2006). Moreover, COO has also an affective and normative effect on consumers, by linking the product to symbolic and emotional benefits (e.g. social status and national pride) or with consumers' social and personal norms (e.g. purchasing domestic products may be perceived as the right choice).

Question 5: Analyse the results from the market research study. Would you adhere to the PSE stamp if you were part of a Portuguese company?

The market research results showed that the most important decision criterion for consumers when deciding which product to buy is quality, a characteristic also associated with PSE products.

Moreover, results from Gonçalves (2014) study showed that Portuguese want to buy more domestic products. The independent study experiment tried to see if, in fact, when faced with the 'made in Portugal' information (vs. no information) the Portuguese would have better product perceived quality and purchase intentions. The experiment results revealed that having the 'made in Portugal' information had a significant and positive impact on the willingness to buy olive oil for the entire sample. For the honey and the chair experiment, the "workers" of the sample with access to the "made in Portugal" information showed

significantly more positive results for perceived quality and purchase intentions, respectively, than those that did not receive that information.

Furthermore, the recommendation levels for PSE products can be considered high, which may indicate a positive WOM between Portuguese consumers. Another positive aspect of PSE are the benefits it gives to companies that join the program, e.g. qualification process to be qualified will give more prestigious to the products using it and promotion in the external markets.

However it is important to notice that joining PSE has a cost (between 180€ and 3000 € per year) and the PSE awareness and loyalty levels are low. Furthermore, Gonçalves (2014) also found that for Portuguese there is no difference between the different signs/symbols that exist in Portugal to show the domestic origin, being PSE or others.

As a company, it would be important to take into consideration the several topics mentioned above. On the one hand, for companies with “typical” domestic products/services it will be important to have the stamp, as it seems that more the product is commonly associated with Portugal the more important is to have the domestic information. Additionally, the companies will have access to the several benefits of joining PSE.

On the other hand, for companies that offer products/ services that are not associated with Portugal, further considerations should be made. It may be important that the company or even PSE to inform Portuguese about what is produced in Portugal and its quality, so that more products/ services become associated with Portugal.

An important aspect that companies can take into consideration in the decision to join PSE is the confusion between PSE and the other signs of the Portuguese origin. Regarding this matter, companies will have to decide if the benefits of joining PSE are important for them and/or that this confusion can be decreased in the short/medium-term when PSE awareness increase.

Nevertheless, companies should be aware that COO can influence the quality, brand loyalty, brand choice and brand preference perceived by consumers (Moradi & Zarei, 2010), but companies can only benefit from the COO if customers are aware of it (Aichner, 2014). Companies, therefore, should communicate their COO and increase their customers’ COO awareness (Aichner, 2014). Regarding this matter, an interesting study by Koschate-Fischer et al. (2012), concluded that if products benefit from a favourable COO image, it should emphasize the notion of COO in its communication strategy (e.g. in its package design).

Question 6: Now, imagine that you are one of the members of the coordination management team of PSE. Which suggestion(s) would you give to increase PSE awareness?

Building a strong brand is a management priority (Aaker, 1991; Kapferer, 2005) as it leads to various benefits such as: greater customer loyalty; improved perceptions of product performance and increased marketing communication effectiveness (Hoeffler & Keller, 2003). However, "brands are made, not born" (Keller & Lehmann, 2006, p. 751) and the process of their construction is complex.

According to the customer-based brand equity model (Keller, 2009) brand equity is mainly determined by the brand knowledge created in consumers' minds by marketing programs and activities. For the same author, to create brand resonance marketers must first be able to create proper awareness, firmly established points-of-difference and points-of-parity and generate positive judgements and feelings that appeal to head and heart (Keller, 2009). Moreover, Kotler and Armstrong (2012) mentioned the importance of brand awareness as the first stage in the adoption of new products.

Thus, brand awareness is a key point to build a strong brand and, therefore, an important topic for PSE management team to discuss.

The market research results showed that only 2,7% of the sample evoked PSE without any help, only 27,3% remembered to have seen it in the short-term and only 20,9% knew about the program. Here, however, it is important to take into consideration that the sample of this study was biased, subjects between "18-34 years old" group representing 79,1% of the sample.

Therefore, some suggestions for the increase of PSE brand awareness, taking into consideration that is a program from the government with stricter budgets, *could* be:

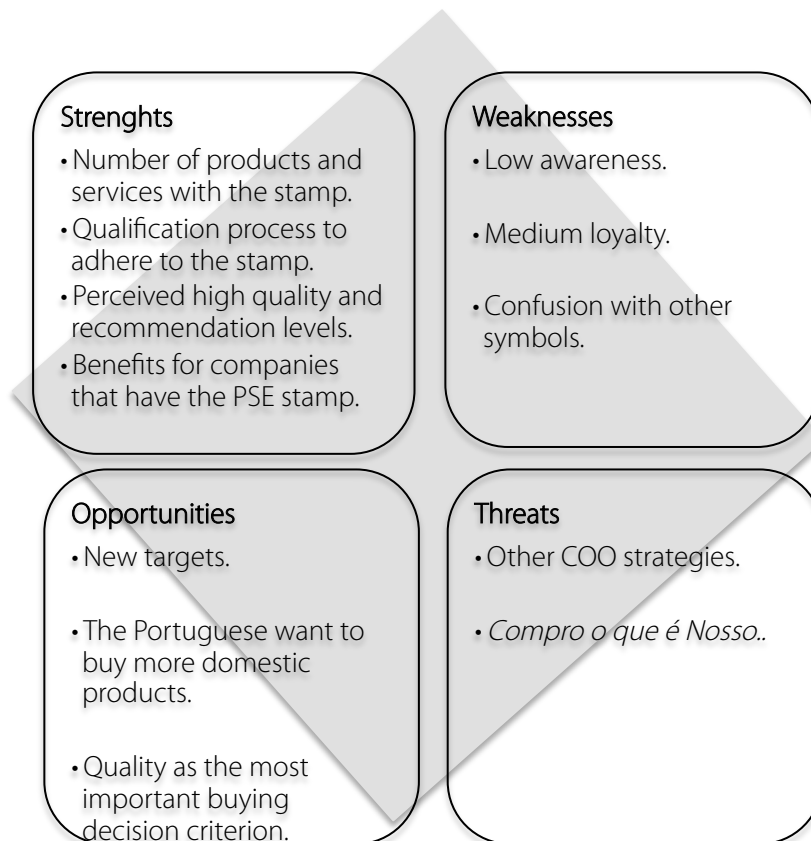
- Ask PSE brand ambassadors to communicate more actively in their Facebook pages and/or blogs about PSE products.
- Create a "surprise box" in partnership with PSE member companies: e.g. each week/month the consumers would received a surprise box in their houses with new and different Portuguese products as a way to promote what is made in Portugal. This could be communicated in the PSE, member companies, and brand ambassadors' social networking pages.

- Sponsor some important events, targeting specific audiences. For example, PSE could sponsor some college parties and show the Millennials generation that typical Portuguese products are not only the traditional products as olive oil and wine. Rather they can be young and innovative (e.g. “gumelo” a brand that sells a new and sustainable way to cultivate mushrooms).
- For companies, PSE needs to continue to reinforce its points-of-difference compared with the other ‘made in Portugal’ strategies (e.g. by promoting the benefits of joining the umbrella brand or by explaining that its qualification process will give products more credibility).

The results of the experiment seem to indicate that Portuguese will have higher purchase intentions for ‘Made in Portugal’ products if they are aware of their quality and have a positive association between the product and the domestic production. Therefore, PSE can incentivize the consumption of Portuguese products by informing the Portuguese about what is made in Portugal and creating positive associations between ‘made in Portugal’ and new and innovative products.

Exhibits Teaching Notes

Exhibit 1: PSE SWOT Analysis in 2015.



chapter 3

Methodology and Results' Analysis

- 3.1 Research Objectives
- 3.2. Conceptual Background
- 3.3. Method
 - 3.3.1. Study Design and Data Collection
 - 3.3.2. Construct Measurement
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Revealing the “Made in Portugal” Information: Experimental Study

In its first part, this study examines the impact of Portuguese information (vs. No information) as one of product’s attributes on quality perceptions and purchase intentions (PI). The experiment was made in four products: olive oil, honey, bleach and a chair. Results indicate that the effect of having the information about the domestic country-of-origin is only significant for olive oil on PI, one of the most common products associated with Portugal. Moreover, the impact of consumer ethnocentrism in the relationship mentioned above was analysed, but no significant relationship were found with PI and perceived quality.

In the second part of the study the awareness of Portugal Sou Eu was analysed and the conclusion that these levels are still low.

Keywords: *country-of-origin effect; consumer ethnocentrism; perceived quality; purchase intentions; Portugal Sou Eu; brand awareness.*

RESEARCH OBJECTIVES

The purpose of this study is to examine the relationship between two independent variables - ‘Made in Portugal’ Information (vs. No Information) and consumer ethnocentrism- on two dependent variables - products’ perceived quality and purchase intentions. (PI) Moreover, it aims to assess the awareness that *Portugal Sou Eu* has among the Portuguese.

Specifically the study builds on previous research and seeks to answer the following questions:

- a) Is the effect of ‘Made in Portugal’ information (vs. No Information) positively and significantly related to the products’ perceived quality and purchase intentions for the Portuguese themselves?
- b) If so, how consistent are the consumer preferences for domestic products across different product categories (Food vs. No-Food)?
- c) How does consumer’s ethnocentrism explain the preference for domestic products for different product categories?
- d) Do Portuguese know *Portugal Sou Eu*? What is their relationship with the brand?

CONCEPTUAL BACKGROUND

Consumers tend to classify products into categories and apply their organized previous knowledge about the categories to evaluate new products (Meyers-Levy & Tybout, 1989). Whereas some of these categories are based on attributes that are objective and reliable across situations and over time others are formed on a less objective basis (Maheswaran, 1994).

It is the case of country-of-origin-based categories, which represent a knowledge structure that is based on a criterion that is less accurate, context dependent and likely to vary across situations (Maheswaran, 1994). These categories (stereotypes), even being often biased, can work as a constructive role of providing coherence, simplicity and predictability in complex decision settings (Taylor, 1981).

The “made in’ image is the picture, the reputation, and the stereotype that businessmen and consumers attach to products of a specific country. This image is created by such variables as representative products, national characteristics, economic and political background, history and traditions” (Nagashima 1970, p. 68). Product-country images contain widely shared cultural stereotypes and these effects persisted even when subjects actually experienced the product (Verlegh & Steenkamp, 1999).

Country-of-origin

As product variety is exponentially increasing for almost all product categories and in most countries around the world, customers have started to choose products not only based on intrinsic product cues, but because they have an appealing packaging, a cool brand name or because they are originate from a country with a positive image (Aichner, 2014).

Country-of-origin (COO) is the country where the product is produced and its effects are the “impact that cognitive, affective, and normative associations with a particular country have on consumers’ attitudes” (Koschate -Fischer et al., 2012, p. 19).

Cognitively, COO acts as an extrinsic informational cue for consumers’ perceptions and evaluations of a product (Verlegh & Steenkamp, 1999). COO is used as a signal for overall product quality and quality attributes, such as reliability and durability (Li & Wyer, 1994).

Affectively, COO links the product to symbolic and emotional benefits, including social status and national pride (Li & Wyer, 1994; Batra et al., 2000). This can have an important impact on the consumer decision making, since affect has been found to influence the amount of information that is used to make a decision (Cohen & Areni, 1991).

Normative aspects of COO are related to consumers’ social and personal norms. Purchasing domestic products may be regarded as a “right way of conduct”, because it supports domestic economy (Shimp & Sharma, 1987) or it can be related to national identity, which can result in a strong emotional attachment to certain products (Fournier, 1998).

Domestic country bias

The bias mentioned before, can be related both with foreign and domestic products. There are several studies that have documented bias against foreign products and in favour of domestic ones exist (Peterson & Jolibert, 1995; Verlegh & Steenkamp, 1999). Balabanis & Diamantopoulos (2004) called this type of bias, domestic country bias (DCB), which is manifested in both product perceptions and buying intentions (Peterson & Jolibert, 1995).

There are different explanations for DCB, e.g. cosmopolitanism and national identity (Zeugner-Roth et al., 2015), patriotism (Han, 1988) and even sociodemographics (Han, 1988; Steenkamp & de Jong, 2010). However, the predominant explanation for DCB is “based on individual differences in terms of traitlike property of an individual’s personality called consumer ethnocentrism” (Shimp & Sharma, 1987, p. 280).

Consumer ethnocentrism

The increase in globalization has made the purchase decision process more complex as consumers now need to decide between locally produced goods and their imported substitutes (Dmitrovic et al., 2009). While in the first stages of the transition to globalization, international brands may be preferred for their quality, innovation, status and curiosity, as the competition in the domestic market increases; it may awaken nationalist motives in consumption decisions (Shankarmahesh, 2006).

Ethnocentrism is the “view of things in which one’s own group is the center of everything, and all others are scaled and rated with reference to it” (Sumner 1906, p. 13), while *consumer ethnocentrism* (CE) is the “beliefs held by consumers about the appropriateness, indeed morality, of purchasing foreign-made products” (Shimp & Sharma, 1987, p. 280). It includes affective elements like “a sense of identity” and “feelings of belongingness” and it has been found to relate positively to consumer preference for domestic products and negatively to preference for foreign products (Shimp & Sharma, 1987; Balabanis & Diamantopoulos, 2004).

Consumer ethnocentrism often leads to the overestimation of domestic products and underestimation of imported products (Sharma et al., 1995). On the contrary, non-ethnocentric consumers tend to evaluate imported products in an objective way or they can even prefer them due to their foreigner origin (Olsen et al., 1993).

DCB, CE and product categories

According to Roth and Romeo (1992), there is a moderating influence of a given category of products into the country-of-origin nature, i.e., different product categories can evoke different effects, although associated with the same country. Their findings showed that willingness to buy a product from a particular country was higher when the country-image was also an important characteristic for the product category, being the latter influenced by the country's perceived product and marketing strengths (Roth & Romeo, 1992).

Likewise, Balabanis & Diamantopoulos (2004) stated that the level of DCB revealed in consumer preference patterns varied from product category to product category and the home country is not consistently favoured. This goes in line with the findings from by Heslop & Papadopoulos (1993) that "domestic manufacturers cannot trust their local consumers to grant them any favour over imported goods" (p.46).

Furthermore, research shows that consumers with similar levels of CE tend to discriminate across products coming from the same country (Sharma et al., 1995). This goes in line with the statements of Jaffe and Nebenzahl (2001): " a country's image may vary by product category. Therefore, it is likely that the degree of consumer ethnocentrism will also vary by product category" (p. 77).

According to Balabanis & Diamantopoulos (2004), it was found that CE is positively related with preferences for domestic products. However, it was also found that the link between CE and consumer preferences varies across product categories.

Previous research showed that Portuguese tend to buy 'made in Portugal' products frequently, but especially from the food sector (Filipe, 2010; Gonçalves, 2014). From the same studies, olive oil was one of the most associated products with Portugal and Portuguese showed their preference for domestic versions of olive oil over imported ones. Moreover, the furnishing was one of the non-food related sectors, which Portuguese most frequently associate with Portugal. Due to the popularity of olive oil and furniture in the Portuguese context, I decided to choose four products for this study: olive oil, honey, bleach and a chair – since: (1) two are from the food sector and two are non-food sector related; (b) two are more commonly and strongly associated to Portugal (olive oil and chair, i.e., furniture) and the remaining have fewer associations and (3) they are unisex, which means that the experiment can be easily made for both genders.

According to Filipe (2010), the Portuguese people have a positive and favourable image about Portugal and its products, but the associations, although positive do not seem to be distinctive enough to assign value for domestic products. For the same author, attributes like “design”; “innovation”, “technology” and “creativity” were left out in the associations made with the ‘made in Portugal’ products. The Portuguese consumers continue to associate Portugal with the production of traditional goods, with emphasis on wine, dairy products, fruit and olive oil, all from the primary sector of the economy (Filipe, 2010).

Thus, the following hypotheses are proposed:

H1: The preference for ‘made in Portugal’ products (vs. No information) reflected on perceived quality and purchase intentions will vary depending on the specific product involved. It is expected that this preference will occur for olive oil and for the chair.

H2: CE will be positively related with perceived quality and purchase intentions for the experimental group, but it will also vary depending on the specific product involved.

Sociodemographic variables

Sociodemographic variables were also studied in this research as it was already proved to have an impact on consumer ethnocentrism and domestic country bias.

Previous research has determined stronger ethnocentric tendencies in women and also in older people (Sharma et al., 1995; Balabanis et al., 2001). On the other hand, education and income tend to present a negative relation to ethnocentrism (Balabanis et al., 2001; Javalgi et al., 2005), since consumers with a better education and a higher income tend to be less conservative, less patriotic and tend to place a more favourable value on imported products than on domestic (Javalgi et al., 2005).

Moreover, positive attitudes toward local products have been positively associated with age and negatively associated with male subjects (Steenkamp & de Jong, 2010).

H3a: Women will show higher domestic preference and consumer ethnocentrism values than men.

H3b: There is a positive relationship between age and domestic country bias/consumer ethnocentrism.

H3c: There is a negative relationship between education/income and consumer ethnocentrism.

I tested these hypothesized relationships in one study. The research model (see **Exhibit 1**) articulates the relationships between the (1) experiment ('Made in Portugal Information vs. No Information) and product perceived quality and purchase intentions; (2) consumer ethnocentrism and product perceived quality and purchase intentions, with sociodemographic variable controlling these relationships.

Portugal Sou Eu, brand knowledge

This study, additionally, aimed to analysed *Portugal Sou Eu* brand knowledge among the Portuguese.

The value of a brand and, subsequently, its equity is ultimately derived from the words and actions of consumers and created by the brand knowledge created in consumers' minds by marketing programs and activities (Keller and Lehmann, 2006; Keller, 2009).

According to Keller (2003, p. 596), "consumer brand knowledge can be defined in terms of the personal meaning about a brand stored in consumer memory, that is, all descriptive and evaluative brand-related information". Brand knowledge, hence, is not the facts about the brands – it is formed by all thoughts, feelings, perceptions, experiences and so on that become linked to the brand in the consumers' minds (Keller, 2009).

For Keller (2003), brand knowledge has multiple dimensions: (a) *awareness*: category identification and needs satisfied by the brand; (b) *attributes*: descriptive features that characterize the brand name product either intrinsically (e.g., related to product performance) or extrinsically (e.g., related to brand personality); (c) *benefits*: personal value and meaning that consumers attach to the brand's product attributes (e.g., functional, symbolic, or experiential consequences from the brand's purchase or consumption); (d) *images*: visual information, either concrete or abstract in nature; (e) *thoughts*: personal cognitive responses to any brand related information; (f) *feelings*: personal affective responses to any brand-related information; (g) *attitudes*: summary judgements and overall evaluations to any brand-related information and (h) *experiences*: purchase and consumption behaviours and any brand-related episodes.

All of these dimensions and different kinds of informations may become a part of consumer memory and affect consumer response to marketing activities (Keller, 2003).

The main goal of marketers is to build strong brands and brand resonance. Therefore, to create the latter, marketers need to create a foundation on which resonance can be built (Keller, 2009). For this purpose, resonance is most likely to arise when marketers are first able to create: (a) proper salience and awareness; (b) recognizable points-of-parity and points-of-

difference with competition and (c) positive judgements and feelings that appeal to the consumer's head and heart (Keller, 2009).

Due to the relevance of salience in the process of constructing a strong brand, I decided to analyse the *Portugal Sou Eu* brand awareness among the Portuguese. The main focus on awareness as opposite to the other brand knowledge dimensions is justified by the recent maturity of the brand (i.e. two and half years) and the results of Gonçalves (2014) studied which showed that the awareness levels were still low at the end of 2014.

METHOD

Study Design and Data Collection

I examined the effect of origin information and consumer ethnocentrism on products' perceived quality and purchase intentions using a 2 (Information about the product's origin: Info Portugal vs. No Info) x 4 (products: olive oil, honey, bleach and chair) between-subjects design. Both experimental and control group had access to the same information of one of the products. The only difference was that in the first one the product origin was given, while in the second one there was no reference about it.

As mentioned before, these four products were chosen due to: (a) their strong (vs. weak) relationship with Portugal; (b) being from the food sector (vs. non-food related) and (c) their unisex characteristics.

Data was collected by means of a self-administered questionnaire, among Portuguese adults, due to their purchasing power. The eight different surveys were randomly assigned to each subject, but the drop rate was higher for respondents who were allocated to the olive oil experiment, which is reflected in the reduced number of respondents in this group.

Exhibit 2 summarizes the number of people who answered each survey and the demographic profile of each group with respect to gender, age and occupation. Eighteen subjects were dropped because of their incomplete responses, to yield a total of 297 observations.

I used a convenience sample, which led to a higher number of "18-34" years old respondents and women, which represent 79.1% and 68.7% of the sample, respectively.

Construct Measurement

After reading the product's characteristics, participants were asked to rate the products' quality and their purchase intentions. Subsequently, consumer ethnocentrism was measured and

sociodemographic information was also obtained for the following variables: age, gender, monthly net income, education level and occupation. The final part of the survey was focused on *Portugal Sou Eu* knowledge.

I used previously validated scales to measure the constructs. Perceived quality was measured on an adapted 4-item version of Buchanan et al., (1999) to measure both the products' perceived quality and *Portugal Sou Eu* products' perceived quality. The internal consistency of the scale was good in general, but better for honey, bleach and PSE perceived quality (Cronbach's alpha values: olive oil = .664; honey = .703; bleach = .727 and chair =.632; PSE products' quality = .819).

CE was measured on a reduced 10-item version of CETSCALE (Shimp & Sharma, 1987) and the internal consistency was excellent (Cronbach's alpha values:: olive oil = .91; honey = 0.883; bleach = .903 and chair =.906). Finally, the purchasing intentions were measured on an adapted Juster Scale (Brennan & Esslemont, 1994), where 1= there is no chance to buy the product and 10 = it is practically certain that I will buy the product.

FINDINGS

To provide answers to the four research questions of interest and to test the hypotheses, several complementary analyses were conducted.

To obtain a preliminary picture of consumers' attribute preferences while choosing each product, the frequencies of the most important decision criteria were calculated (see **Exhibit 3**). The results show that quality is the most important attribute in consumers' decision when buying the products. For food category products (i.e. olive oil and honey) the second most important attribute is taste for 23.2% and 16% of the respondents, respectively. For the non-food products (i.e. bleach and chair) price was the second most important criterion. It was interesting to see that the "Portuguese origin" was chosen as the most important attribute while buying honey and bleach, for 14,7% and 6,3% of the subjects, respectively.

Experiment

Olive Oil

In line with my expectations, the olive oil was the product most affected by the experiment. The success of the Product Origin manipulation was reflected in its significant effect on subjects' purchasing intentions. An ANOVA on the different types of origin information

indicated that subjects rated PI for 'made in Portugal' (vs. No Info) more positively ($\bar{X} = 7.15$ vs. 6.17 ; $F(1, 54) = 5.33, p < .05$). However, the same effect did not occur in quality perceptions (QP) where no significant differences between the two groups were found. These results provide partial support for H1: for Portuguese the purchase intentions for olive oil will increase when they know that the product is 'made in Portugal'.

A complementary analysis was made to check if the demographic variables were affecting these relationships. For the subjects aged between 18 and 34 years old (see **Exhibit 4**) there was a significant difference in PI between the experimental and control groups ($\bar{X} = 7.15$ vs. 6.08 ; $F(1, 41) = 5.37, p < .05$) and a moderately difference for women between the two groups ($\bar{X} = 7.18$ vs. 6.3 ; $F(1, 35) = 2.92, p < .1$) (see **Exhibit 4**). These results would be expected as these two groups represent the majority of the sample.

Also when I selected only the workers of the sample (see **Exhibit 4**), I found a difference between the group which received the 'made in Portugal' information and the one which did not ($\bar{X} = 7.06$ vs. 6.28 ; $F(1, 45) = 4.42, p < .05$).

Honey

There were no differences found between the two groups neither for PI nor for QP. This is in line with what I expected since country-of-origin and domestic country bias were already proved to change between products. Although it is in the same category of olive oil, i.e. food, previous research showed that honey is not usually associated with Portuguese products. This can be an indication that COO and domestic country bias not only change by product category, but also by product itself.

Nevertheless, a deeper analysis where I selected only the workers of the sample, show that there was a significant difference in quality perceptions between the workers who had access to the 'Made in Portugal' information and the control group ($\bar{X} = 3.96$ vs. 3.41 ; $F(1, 39) = 4.39, p < .05$).

Bleach

As it happened with the honey experiment, there were no differences found between the two groups for the two dependent variables. However, I decided to run some complementary test and I analyzed each individual item from the quality scale. I found that there was a moderately difference between the two groups when the individual item was "More expensive vs.

cheaper" ($\bar{X} = 2.92$ vs. 2.37 ; $F(1, 77) = 3.49, p < .1$). Thus, it seems that the the 'made in Portugal' led to the perception that the product was more expensive.

Chair

In this case and against what was expected, I also found no difference between the two groups. Thus, as I did for the remaining experiments, I decided to analyse the impact of demographic characteristic on PI and QP for the experimental group. The ANOVAs showed that there was a difference among the different occupations ($F(2, 40) = 2.40, p < .1$) for PI and the post hoc tests demonstrated that the difference was between students and workers ($\bar{X} = 4.07$ vs. 5.46 ; $t(35) = -2.36, p < .05$), which can be related with the price of the chair (see Exhibit 5). Actually, when I selected the "students" and "workers" of the sample, separately, I found a significant difference for PI both for students and workers. In the students' case, results showed that the PI was higher for the chair with No Information ($\bar{X} = 4.07$ vs. 5.44 ; $F(1, 29) = 4.97, p < .05$), whereas for workers the results were the opposite ($\bar{X} = 5.45$ vs. 4.2 ; $F(1, 45) = 4.42, p < .05$). No significant difference was found for unemployed (N=9).

Not surprisingly, I found a moderate difference in PI in the experimental group among the income groups ($F(5, 37) = 2.20, p < .1$). The post hoc test indicated that this difference was significant between the group which receives under 550€ and the group which receives more than 1500€ ($\bar{X} = 4.29$ vs. 6.83 ; $t(25) = -3.41, p < .01$).

Therefore, H1 receives partial support. As expected, the experiment had different effects on the four products, with special impact on olive oil and the chair. It was confirmed that the purchasing intentions for olive oil are indeed affected by the Portuguese origin of the product.

Consumer ethnocentrism

Consumer ethnocentrism, measured in the CETSCALE, proved not to be a good explanatory variable for QP and PI in any of the four experiments as no relationship between the scale and the two independent variables was found.

Given the results, a complementary analysis between each item of the CETSCALE and its relationship with PI and QP was made. This analysis showed that the purchasing intentions for olive oil in the experimental group were related with the items "we should only import products that are unavailable in Portugal" and "a true Portuguese should always buy

Portuguese products". As the correlation between these two items was not strong ($r < .5$) I ran a regression with the two items as the independent variables of the purchasing intentions of olive oil. The model explains 25.2% of the variance of the purchasing intentions ($R^2 = .252; p < .05$). The results indicate that "we should only import products that are unavailable in Portugal" is going to positively and significant influence the purchasing intentions of olive oil ($\beta = .412, p < .05$).

Moreover, it was discovered that the purchasing intentions to buy the chair was also positively and significantly correlated with the item "it is incorrect to buy foreign products" ($r = .313, p < .05$).

No other results were found between consumer ethnocentrism and PI and QP for the other products. Therefore, H2 is not supported.

Consumer ethnocentrism and demographic variables

To test if there are differences in the level of consumer ethnocentrism among demographic characteristics, ANOVAs were made.

Age. It was found a difference in consumer ethnocentrism levels by age ($F(2, 294) = 7,314, p = .001$). Post hoc tests showed that the differences were between the "18-34 years old" the "35 – 54 years old" groups ($\bar{X} = 4,51$ vs. $5,32; t(283) = -2,81, p = .005$) and between the "18-34 years old" segment and the "55-64 years old" one ($\bar{X} = 4,51$ vs. $6,07; t(245) = -2,92, p = .004$).

Education. Differences in consumer ethnocentric levels were also discovered between education levels ($F(3, 293) = 4,079, p = .007$), with significant differences between the "undergraduate" and "master" students ($\bar{X} = 4,998$ vs. $4,16; t(266) = 3,495, p = .001$).

Occupation. Similarly, a difference between different occupations was found ($F(3, 293) = 2,293 p < .05$). Post hoc tests showed a significant difference between "students" and "retired" people ($\bar{X} = 4,61$ vs. $7,06; t(125) = -3,071, p = .003$) and moderate difference between "unemployed" and "retired" ($\bar{X} = 5,09$ vs. $7,06; t(18) = -2,05, p = .056$).

Gender and monthly net income. No differences in consumer ethnocentrism levels were found.

These findings suggest that ethnocentric consumers are older and with fewer education. These findings are in line with previous research that education is negatively related

with consumer ethnocentrism and positively related with age (Balabanis et al., 2002; Javalgi et al., 2005).

PSE's brand knowledge

To analyze which were the stamps/signs to identify the products as Portuguese that consumers would evoked, I asked the respondents which were the ones they remembered, without any help. 73.7% of the subjects said they did not remember any and 26.3% (N=78) said they did. From the latter, 35,9% mentioned *Compro o que é Nosso* (N =28) and only 10.26% (N=8) mentioned PSE, i.e. only 2,69% of the sample. Among the other answers, the most popular was the 'Made in Portugal' (14.1%); EU schemes (11,54%); 'Portuguese Product' (14,1%); '100% portuguese' (5.13%) and bar code beginning with '560' (5,13%).

Then, when faced with different stamps, including the PSE and *Compro o que é Nosso*, 27.3% of the sample (N=81) remember to see the PSE stamp and 88,6% remember *Compro o que é Nosso*.

When asked if they knew PSE, 20.9% said yes and 79.1% said no. Furthermore, the majority of the subjects (48%) thought that the PSE stamp means that the product is totally national (see **Exhibit 6**).

Portugal Sou Eu Judgements: Quality and Consideration

For the subjects' who knew PSE (N = 62), questions about their perceptions of PSE products' quality and the likelihood of recommending PSE products were asked.

Regarding perceived quality, PSE products seem to be perceived to have high quality with an average rating of 4,69 out of 6. It is interesting to see that 45,5% of the subjects rated the quality of PSE products above or equal to 5 out of 6.

Moreover, the mean for the "I would recommend the PSE products" items was 7,70 out of 10, where 35,5% of the subjects answered 9 or 10 out of 10 (where 10 = "I would definitely recommend PSE products").

Portugal Sou Eu Loyalty

Although the results above show good judgements regarding PSE products, the scenario changes a little when it comes to loyalty. Actually the mean of this variable is 5,76 out of 10, which indicates clearly that although the subjects' have positive opinions about PSE, when it comes to choice they do not show that much loyalty.

With a closer analysis, it can be seen that for 48,4% of the subjects the likelihood of buying PSE whenever that option exists is small (subjects that chose options between 1 and 5, out of 10). However, 17,7% seem to be loyal to PSE.

Interestingly, loyalty appears to be different among different ages ($F(2,59) = 5,20, p = .001$), with a significant result between the "18-34 years old" group and the "35-54 years old" one ($\bar{X} = 5,02$ vs. $7,67$; $t(57) = -3,651, p = .001$).

Portugal Sou Eu and Consumer Ethnocentrism

Results showed that consumer ethnocentrism was positively and significantly related with the perceived quality of PSE products ($r = .379, p = .002$); with the likelihood of recommendation of PSE products ($r = .479, p = .000$) and with PSE loyalty ($r = .602, p = .000$).

DISCUSSION AND CONCLUSIONS

The present study sought to examine (a) whether domestic country bias is uniformly distributed across different products, (b) whether consumer ethnocentrism explained the presence of such bias and (c) what is the awareness of *Portugal Sou Eu* among the Portuguese.

In this study, an experiment was employed to investigate the effect of 'made in Portugal' origin (vs. No Information) on consumers' purchasing intentions and products' perceived quality. By providing different levels of information, this effect was tested in the participants' decision-making process.

In this context, the findings presented above suggest that domestic country bias is not uniformly distributed across different products as it was already expected from previous research (see Balabanis & Diamantopoulos, 2004). This finding supports the view that "domestic manufacturers cannot trust their local consumers to grant them any favor over imported goods" (Heslop and Papadopoulos, 1993, p. 46).

For Portuguese, the 'made in Portugal' information does not always lead to higher quality perceptions or purchasing intentions. However the type of occupation of the subjects seem to matter, as workers seem to be more 'pro-made in Portugal' than students.

Consumer ethnocentrism did not affect the PI or the perceived quality for the experimental groups. This goes against the majority of previous research, where it was proved to exist a significant and positive relationship between consumer ethnocentrism and product judgements and willingness to buy domestic products (Shimp & Sharma, 1987; Balabanis &

Diamantopoulos, 2004 ; Zeugner-Roth et al. 2015). Nevertheless, this results may be explained by the average age of the this sample (CE was found to be positively related with age - Sharma et al., 1995; Balabanis et al., 2001) and since CE was found to explain only a small proportion of the variance in consumer preferences (Balabanis & Diamantopoulos, 2004).

On a managerial front, this conclusions provides evidence on the predictive ability of the 'made in Portugal' information on purchasing intentions and perceived quality. Thus, the findings should be of interest to Portuguese companies who are interested in joining *Portugal Sou Eu*. It seems that the domestic information tends to increase the quality perceptions and purchasing intention, but specially for products more commonly associated with Portugal. Therefore, it seems that using the *Portugal Sou Eu* stamp can be an advantage for Portuguese, but these enterprises should, at the same time, make an effort to inform the Portuguese about what is done in Portugal in order to create more and favorable associations between products and Portugal in the consumers' minds.

Regarding PSE as a brand, it seems that it still has low awareness among Portuguese, who are still more aware of *Compro o que é Nosso*. This results are not surprising, since *Compro o que é Nosso* appeared in 2006 and continues visible nowadays. However, from those who already know *Portugal Sou Eu*, results look positive for the brand. Consumers already perceive the products with the *Portugal Sou Eu* stamp as having high quality and would recommend them to others. However, when it comes to loyalty age matters as the seems the "35-54 years old" group seems more loyal than the "18-34 years old" one. This goes in line with the findings that PSE perceived quality, recommendation and loyalty are positively related with consumer ethnocentrism. The latter was found to be positively and significantly related wit age and negatively with education.

These findings can be important for PSE management team. They suggest that communication aimed at arousing consumers' ethnocentrism may be successful in producing behavioral responses in favor of PSE loyalty. In addition, the findings suggest that this type of communication should be target to older and less educated people.

LIMITATIONS

Several limitations of the present study need to be acknowledged. First, the study is based on Portuguese consumers who may display idiosyncratic domestic bias preference patterns. Previous literature shows that DCB and COO effects often vary on the country of the respondent (Amine, 1994; Papadopoulos et al., 1987).

Secondly, although meta-analytic studies have shown that the use of student samples does not lead to an overestimation of COO effects (Verlegh & Steenkamp, 1999), in this particular study, the use of the student sample may be inappropriate, since the study incorporated consumer ethnocentrism as an independent variable, which was already proved to be influenced by age.

Third, the range of products in this study is very limited and it may be argued that they are not comparable (e.g. bleach and chair due to their prices and characteristics). Thus, future research should consider additional products and services to analyse the domestic bias preferences. Furthermore, due to the weak consumer ethnocentrism results, additional factors that may explain consumer preferences better should be analysed, e.g. national identity (see Zeugner-Roth et al., 2015).

Exhibits Methodology and Results' Analysis

Exhibit 1: Research Model

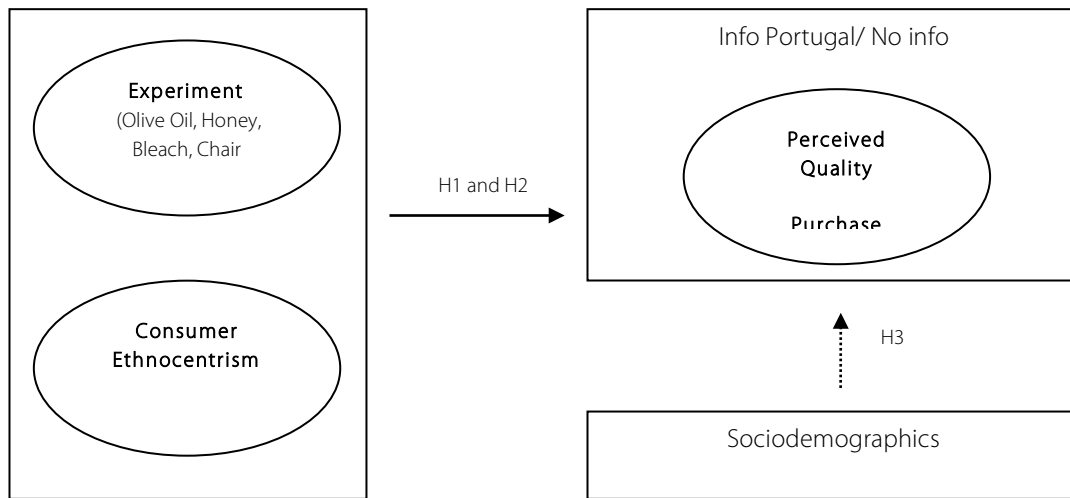


Exhibit 2: Demographic Profiles of the Sample by Product Experiment

	Olive Oil		Honey		Bleach		Chair		
	N	%	N	%	N	%	N	%	
Experiment									
No Info	30	53,6	38	50,7	41	51,9	44	50,6	
Info Portugal	26	46,4	37	49,3	38	48,1	43	49,4	
Total	56		75		79		87		
Gender									
Male	19	33,9	21	28	27	34,2	26	29,9	
Female	37	66,1	54	72	52	65,8	61	70,1	
Age									
18-34	43	76,8	54	72	66	83,5	72	82,8	
35-54	9	16,1	17	22,7	9	11,4	15	17,2	
55- 65	4	7,1	4	5,3	4	5,1			
Occupation									
Student	26	46,4	28	37,3	37	46,8	31	35,6	
Worker	28	50	41	54,7	39	49,4	47	54	
Unemployed	1	1,8	4	5,3	1	1,3	9	10,3	
Retired	1	1,8	2	2,7	2	2,5			

Exhibit 3: Decision Criteria

	Product Attributes (1st option %)			
	Olive Oil	Honey	Bleach	Chair
Quality (most popular first option in all categories)	46,40%	48%	51,90%	56,30%
Price	10,70%	4%	31,60%	19,50%
Portuguese origin	8,90%	14,70%	6,30%	1,10%
Country-of-origin	1,80%	4%	1,30%	2,30%

Exhibit 4: Olive Oil Experiment

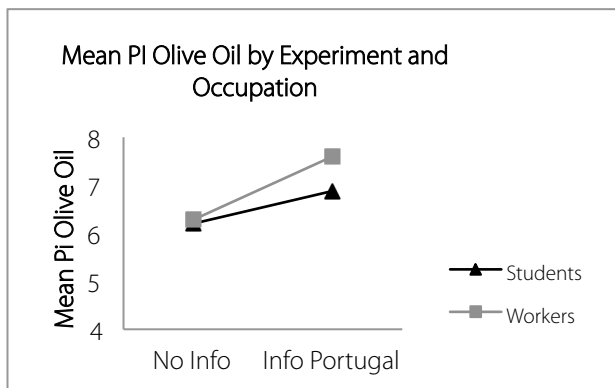
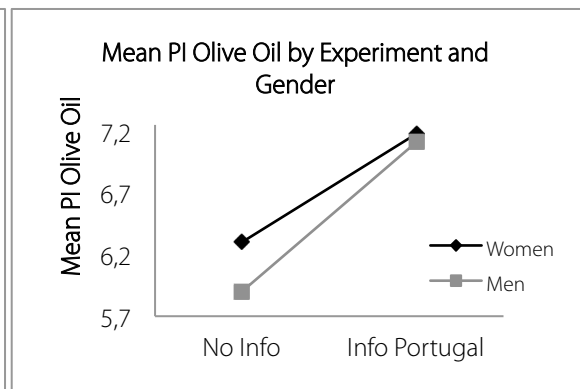
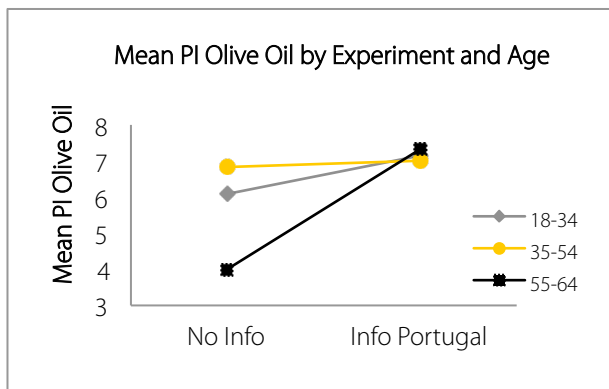


Exhibit 5: Chair Experiment

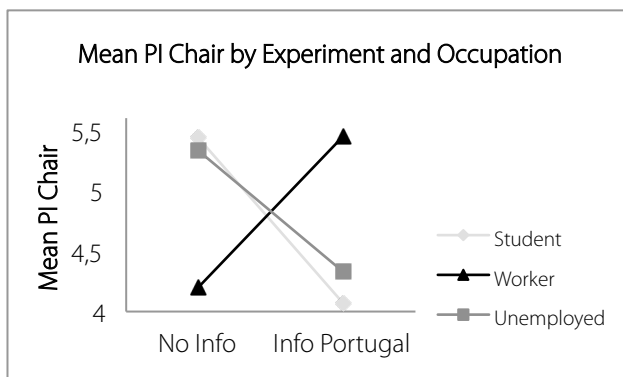
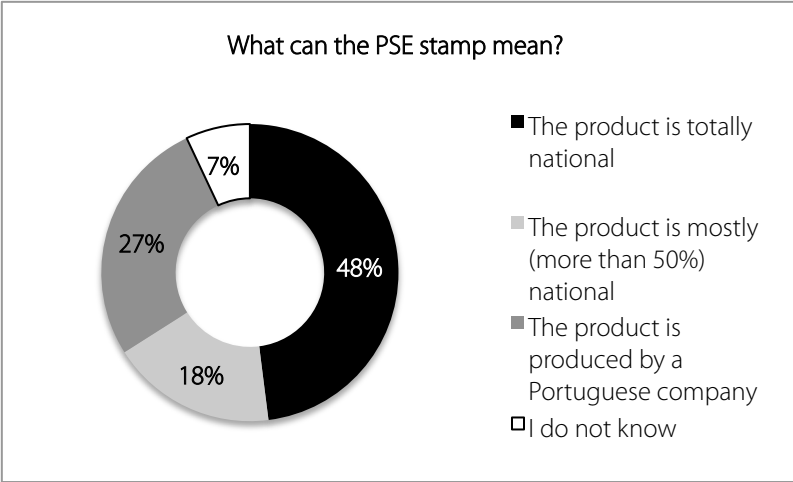


Exhibit 6: What can the PSE stamp mean?



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